

# PEMPAL BUDGET COMMUNITY OF PRACTICE (BCOP)

## Update on Activities and Planning for the Future

*2024 BCOP Plenary Meeting, Sarajevo, Bosnia and Herzegovina, April 16-7, 2024*

*Aynura Bakaybaeva, Division Head in the State Budget Policy Department of the Ministry of Economy and Finance of Uzbekistan, BCOP Chair*  
*Emil Nurgaliev, State Expert in the Budget Methodology Division of the Budget Directorate, Ministry of Finance of Bulgaria, BCOP Deputy Chair*

# Presentation overview



- I. Brief background information for the newcomers
- II. The FY23 and FY24 activities
- III. BCOP knowledge products and comprehensive listing of BCOP knowledge resources
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- V. BCOP leadership



*PEMPAL Budget Community of Practice (BCOP), 2023 Annual Plenary Meeting in Ljubljana, March 2023*

# Key background information about BCOP



- BCOP is one of the three COPs of the Public Expenditure Management Peer Assisted Learning (PEMPAL) network. PEMPAL (launched in 2006, funded by a multi-donor trust fund, managed by the World Bank) facilitates the exchange of professional experience and knowledge transfer among PFM practitioners across Europe and Central Asia (ECA) countries, to contribute to strengthening PFM in member countries. [BCOP factsheet](#) is available on the top of BCOP event site.
- The overall objective of BCOP is to strengthen budget methodology, planning, and transparency in member countries through:
  1. [sharpening tools for effective fiscal management](#) - a broad topic that includes topics of Program and Performance Budgeting Working Group (PPBWG) discussed continuously (including monitoring and evaluation tools), as well as other tools, discussed periodically (e.g. fiscal risks, intergovernmental fiscal relations, capital budgeting etc.);
  2. [strengthening fiscal transparency and accountability](#) with a focus on topics of Budget Literacy and Transparency Working Group (BLTWG), including budget literacy, citizens' budgets, and public participation initiatives; and
  3. [expanding internationally available data on PEMPAL countries](#) through benchmarking using pre-meeting thematic surveys and more formal surveys (e.g. PEMPAL surveys, International Budget Partnership, and OECD surveys).
- [BCOP members](#) are typically mid- to high-level officials in budget planning or budget methodology/policy units in the budget departments/sectors in MoFs. Peer-to-peer learning is the main instrument used. Participants work together face-to-face and online to share knowledge and develop approaches to addressing common PFM problems.
- [BCOP activity plans include sharing and creating of knowledge through face-to-face learning events, virtual meetings, and learning visits, and the development of knowledge products.](#) BCOP activities are driven by member-led action plans that address key budgeting reform priorities of the Ministries of Finance of member countries, based on annual BCOP surveys of its members.

# BCOP's working groups



- ❖ **BCOP operates two working groups for two broad thematic areas that are continuously reported as the top priority topics by most of the member countries:**
  - **Budget Literacy and Transparency Working Group (BLTWG).** It aims to learn from international experience and provide advice to member countries on improving budget openness, including budget transparency and literacy and public participation in the budget process. The group has partnered and worked closely with several international organizations, including the World Bank, the International Budget Partnership (IBP), and Global Initiative for Fiscal Transparency (GIFT).
  - **Program and Performance Budgeting Working Group (PPBWG).** It examines trends and lessons learned and provides advice in the design and implementation of program and performance budgeting and spending reviews, with the aim to improve spending effectiveness. The group has an extensive partnership and cooperation with the Organization for Economic Cooperation and Development (OECD), including through participation in the OECD Performance Budgeting Surveys and participation in the OECD Working Party on Performance and Results. The World Bank also provides an important content contribution to the PPBWG.

# FY23 and FY24 activities (1)



- This period for BCOP was marked by **resuming face-to-face activities, taking stock of member countries' priority budgeting topics to inform BCOP's work, developing knowledge products, and intensifying partnerships with international organizations** (including cross-participation in network events and speaker exchanges).
- **This current 2024 BCOP Plenary Meeting in Sarajevo is the 11th BCOP event since restarting face-to-face activities in late 2022.** This included face-to-face, videoconferencing (VC) and hybrid events. Event information and material is available on the [website](#) by event.
- Thematically, **BCOP focused on its two working group topics of program and performance budgeting and budget openness**, as well as on additional topics such as: green budgeting/climate-responsive PFM, overall budgeting modernization, and health sector PFM.
- **Six BCOP knowledge products were published since FY22**, including different formats, such as a deep-dive analysis of a country's practices, analytical briefs based on aggregate cross-country survey data, and key takeaways recommended for PEMPAL countries to take into account from the BCOP meeting presentations and discussions

# FY23 and FY24 activities (2)



- ❖ **Budget Literacy and Transparency Working Group (BLTWG)** has recently focused on:
  - budget understandability
  - updated good practices in public participation
  - the key elements of the desirable scope of budget documentation that would satisfy the highest international criteria for budget openness
  - ways to engage different stakeholders in budget openness measures
- ❖ **Program and Performance Working Group (PPBWG)** has recently focused on:
  - spending review country case examination
  - green/climate-responsive PFM
  - modernized practices in PPB (including taking stock of the updated PPB practice in PEMPAL countries)
  - linking strategic planning and budgeting

# BCOP's knowledge products and listing of resources



BCOP's knowledge products, including the six most recent BCOP KPs shown here, are published on the [PEMPAL website](https://www.pempal.org).

In addition, a comprehensive listing of documents developed, collated, and translated by BCOP since 2011 are provided within the materials for this plenary meeting (in the background material folder at <https://www.pempal.org/events/bcop-2024-plenary-meeting>). Materials include over 300 documents categorized by topics, including:

- program and performance budgeting
- spending reviews and evaluation tools
- budget openness (including transparency, literacy, and public participation)
- capital budgeting/PIM
- wage bill management
- fiscal consolidation
- fiscal rules
- fiscal risks management
- intergovernmental fiscal relations
- role of Parliament in budgeting
- IT systems for budgeting
- budget planning and management of EU funds
- gender budgeting
- climate-responsive and green budgeting
- budgeting for baseline expenditures
- health sector budgeting

# BCOP leadership



## BCOP EXECUTIVE COMMITTEE TEAM MEMBERS:

**Ms. Aynura Bakaybateva, Chair**

Ministry of Finance  
Uzbekistan

**Ms. Ruzanna Gabrielyan**

Ministry of Finance  
Armenia

**Ms. Nevenka Brkic**

Ministry of Finance  
Croatia

**Mr. Vasile Botica**

Ministry of Finance  
Moldova

**Mr. Emil Nurgaliev, Deputy Chair**

Ministry of Finance  
Bulgaria

**Mr. Alija Aljović**

Federal Ministry of Finance  
Bosnia and Herzegovina

**Ms. Natia Gulua**

Ministry of Finance  
Georgia

**Ms. Milesa Marjanovic**

Ministry of Finance  
Serbia

## WORLD BANK RESOURCE TEAM FOR BCOP AND SECRETARIAT:

**Ms. Iryna Shcherbyna**, World Bank Senior Public Sector Specialist and Coordinator of BCOP Resource Team

**Ms. Naida Čaršimamović Vukotić**, World Bank BCOP Resource Team Member

**Mr. Richard Allen**, BCOP Strategic Advisor

**Ms. Ekaterina Zaleeva**, PEMPAL Secretariat Member

**Ms. Mikaela Stepanyan**, PEMPAL Secretariat



# Planning for future BCOP activities



## ❖ The remaining BCOP activities for FY24:

- potential thematic VC workshop (topic TBD) in May/June 2024
- finalization of the KP on linking strategic planning and budgeting (including incorporating feedback collected from participants in this plenary meeting)
- Finalization of the PPB thematic survey and preparation of a short knowledge product (to show trends in PEMPAL countries over years and compare to the current practices in the OECD countries)

## ❖ Planning for BCOP's FY25 activities will be conducted by the Executive Committee based on:

1. outcomes of group discussions in this plenary meeting on the participants' topics of interest for PPBWG and BLTWG
2. participants' feedback in this session of the plenary meeting, including suggestions on non-WG potential topics for BCOP to examine
3. the online survey of member countries' priority topics for FY25, which will be conducted after this plenary meeting

**Please provide your feedback on your suggested priority topics and take part in BCOP surveys to ensure that BCOP activities are useful to you!**

**THANK YOU!**

